U.S. Army Materiel Command

ESSENTIAL IN PEACE, INDISPENSABLE IN WAR

Army Logistics Enterprise Integration

Office of the Deputy G-3 for Enterprise Integration, HQ AMC

SSF Implementation Lessons Learned – LTC (P) Ochs

SSF Transition Workshop 28 May 2003





Communication

- **Telecons/VTCs**
  - Leaders must participate or interest/attendance wanes
  - Conduct as a business meeting
  - Not everyone who listens “signs in” (e.g., GOs/SESs)
- **“Road Shows” are invaluable**
- **Develop a website early to post information - knowledge is power and it should be shared**
- **Minimum layers of bureaucracy**
- **Stay one step ahead of the field**
- **Standardize reports and always include written instructions**

Implementation/Fielding

- **Implementation is just like any other activity in the Army (or any organization for that matter):**
  - Task, Condition, Standard
  - Practice, Rehearse, Back-up Plan
  - POCs: designate a primary and alternates
- **Condition driven; not a timed event**
  - A deliberate process
  - “The only way to drive cattle fast is slow”
- **“No matter how many times you check something, it is always one shy of enough”**
- **Streamline the process to fix/answer customer’s system problems during conversion (especially for overseas commands)**

Implementation Teams

- **Teams build relationships by being a “face to the field” and the “trusted, people solution”**
- **Team Leads were “trusted agents” of the Program Manager**
- **Implementation teams trained newly formed implementation teams**
- **There will be cross-training among functional skills and cross-leveling across teams - encourage it**
- **Solve problems early**

Training

- **Train to the lowest user level. Target different levels**
- **Teach “how to get ready.” People only want to know “How does this affect me? What do I need to know? How do I do it”**
- **Plan for personnel turn-over. Schedule some training closer to conversion events**
- **When users aren’t trained or think they have a better “business rule”, they make decisions that have far-reaching consequences “down the line”**
- **Address self-imposed impacts due to manipulation of/non-adherence to business rules in training forums**
- **Teach that every supply transaction has a financial implication**
- **Trainees need a pocket size reference book when they leave**

Testing/Rehearsals

- **Each proponent system (e.g., SARSS, MW, ISB) did an individual system validation before an integrated test**
- **Systems Integration Test (SIT) leads to success because most programs are a “system of systems”**
- **Delay is not necessarily a bad thing**
- **Treat each practice “event” as if it were “for record”**
- **Validate procedures, checklists, SOEs, schedules**
- **As a side benefit, the Demonstration/VIOC also served as a training vehicle/tool for the implementation teams**
- **“Summer file pulls” were effective in either “catching the attention of the command” or “showing the magnitude of the task”**

Problem Reports/Record Keeping

- **Integrated problem resolution through the NOC**
- **Problem report numbering system evolved in policy and procedure – anticipate growth to end state**
- **Trouble Tickets not opened as Problem Reports still needed to be forwarded to implementation teams since they may have seen a similar problem**
- **Validate Problem Reports in a timely manner**
- **Closing Statements (“Action Taken/Solution” block) on Problem Reports is important for historical research, ECPs, policies**

Site Preparation

- **Memorandum of Understanding (MOU)/Installation Support Agreement (ISA)**
  - Ensure the command distributes a copy of the MOU/ISA to supporting subordinate units/agencies
  - Funding for ISA support becomes complicated when there are multiple sites at multiple installations between different military services. Work this early!
- **Process Action Team (PAT)**
  - More “green suiter” involvement helps with “buy in”/command ownership
  - Work planning schedule into long range training calendars
  - Include Directorate of Information Management (DOIM) on PAT

Transition and Sustainment Strategies

- **Integrate the AMC ISR/IMR early into the planning (i.e., PAT member), implementation and problem solving process**
- **Installations without “on-site” implementation teams are less dependent on implementation teams**
- **Formalize criteria that governs the post-implementation transition/“battle hand-off” from SSF Implementation Teams to MACOMs and installations**
- **Integrate SSF sustainment training into SARSS FEDLOG, ILAP, AEPS, ULLS, and SAMS training**